Figure 10.1 How to Organize Negative Messages

to eltents and enstomers Negative messages

When you have a reason that the audience will understand and accept, give the reason before the refusal.

audience to expect the refusal. A good reason prepares the

- Give the negative information or refusal just once, clearly. Inconspicuous refusals can be necessary to say *no* a second missed altogether, making it
- compromise, if one is available. audience another way to get what you care about them and helping they want but also suggests that An alternative not only gives the Present an alternative or them meet their needs. က
- End with a positive, forwardlooking statement. 4

Negative messages

to superiors

Tell what's wrong, clearly and 1. Describe the problem. unemotionally.

underlying factors led to this specific Provide the background. What 2. Tell how it happened. problem?

need to discuss only one. But if your Describe the options for fixing it. If one option is clearly best, you may options, giving their advantages and superiors will think of other options, options differently, describe all the or if different people will judge the disadvantages. က

Recommend a solution and ask for action. 4.

make the necessary changes to fix Ask for approval so that you can the problem.

Negative messages to peers and subordinates

Describe the problem.

Tell what's wrong, clearly and unemotionally.

or compromise, if one is 2. Present an alternative available.

what they want but also suggests An alternative not only gives the nelping them meet their needs. that you care about them and audience another way to get

If possible, ask for input or action. က

People in the audience may be able to suggest solutions. And decision are far more likely to accept the consequences. workers who help make a

Insurance Company

3373 Forbes Avenue Rosemont, PA 19010 (215) 572-0100

Negative information highlighted so reader won't ignore message

Liability Coverage Is Being Discontinued-Here's How to Replace It!

Dear Policyholder:

Negative

When your auto insurance is renewed, it will no longer include liability coverage unless you select the new Assurance Plan. Here's why.

Liability coverage is being discontinued. It, and the part of the premium which paid for it, will be dropped from all policies when they are renewed.

Positive information underlined for emphasis

This change could leave a gap in your protection. But you can replace the old Liability Coverage with Vickers' new Assurance Plan. No reason is given. The change

Alternative

With the new Assurance Plan, you receive benefits for litigation or awards arising from an accident—regardless of who's at fault. The cost for the Assurance Plan at any level is based on company the ages of drivers, where you live, your driving record, and other factors. If these change before your policy is renewed, the cost of your Assurance Plan may also change. The actual cost will be listed in your renewal statement.

probably benefits the rather than the reader,

> 50 It is omitted.

To sign up for the Assurance Plan, just check the level of coverage you want on the enclosed form and return it in the postage-paid envelope within 14 days. You'll be assured of the coverage you select.

Forward-looking ending emphasizes reader's choice

Sincerely,

C. J. Morgan President

Alternative

P.S. The Assurance Plan protects you against possible legal costs arising from an accident. Sign up for the plan today and receive full coverage from Vickers.

FIRST BANK Great Plains, Nebraska

Nemo

January 10, 2012 Date:

All Employees

Floyd E. Mattson FEM From:

Subject: Group Dental Insurance

First Bank is always seeking to provide employees with a competitive benefits package that meets their needs. In response to many requests, the Human Resource Department solicited bids for expanded affordable for us. We continue to negotiate, but with costs rising at 20% per year, success seems unlikely. Other banks in the area are in a similar situation, so our current benefits dental coverage. At this time none of the responses from insurers serving our area are package matches or exceeds what they offer. given before negative

Positive

Positive

their medical savings account for dental care. Consider one of these options for the present, Dental. The coverage includes 37 dentists in our county and pays 50 percent of allowable fees. Many of our employees have found this coverage helpful. Employees also may use First Bank continues to offer enrollment in an employee-funded group plan with ABC and First Bank will continue to investigate new opportunities for expanded coverage. Alternatives